

15 APR 1977

MEMORANDUM FOR: Deputy Director for Administration  
FROM: James H. McDonald  
Director of Logistics  
SUBJECT: Presentational Means Workshop

Jack:

1. Attached is a memorandum from [REDACTED] with a STATINTL  
draft of a proposed memorandum from the DD/S&T and DD/I to  
the DDCI on the presentational means workshop. As Bob points  
out, the impact on the Office of Logistics is not insignifi-  
cant both in space as well as production support. I am also  
of the opinion that the ORD proposal is somewhat at odds with  
DDA and Office of Training plans for TV.

2. Suggest, after your review of this, you may wish  
to get together with the Offices of Training and Logistics  
and discuss.

[REDACTED]

STATINTL

James H. McDonald

Att

OL 7 1705

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8 APR 1977

MEMORANDUM FOR: Director of Logistics

FROM :

Chief, Printing & Photography Division, OL

SUBJECT : Presentational Means Workshop

1. The attachment is a draft memo to the Deputy Director of Central Intelligence (DDCI) from the Deputy Director for Science & Technology (DD/S&T) and the Deputy Director for Intelligence (DDI) requesting funds for the workshop. Deletions and additions (underlined portions) were made by the DDI and agreed to by the Office of Research and Development (ORD).

2. Apparently, coordination with the Deputy Director for Administration (DDA) is not being sought. Needless to say, the impact on the Office of Logistics (OL) is not insignificant. It is, however, difficult to assess in that space, procurement, site preparation et al are not spelled out. I believe that the originators feel that the question of funding must be resolved, i.e. how much, if any, and when, before greater specificity can be applied to support requirements. I was asked if I had any wording on DDA support. I declined in that it would be difficult to define with the information available. Also, any words from me would, of course, have to have Jack's blessing. I am inclined to be noncommittal until funding is settled.

3. Space requirements on the unnumbered page in the overview are hard to decipher. Apparently, the "colocatable with present DDI functions" space has not been identified, but rather is some kind of a commitment by the DDI to "carve it out" somehow.

4. First year funding for the paper portion of the workshop in the amount of \$170,000 is for an Atex module. (You may recall that their original idea, to which I objected, was to fund the [redacted] proposal.) First year funding for video (900K) includes \$140,000 for the artist console of a Genigraphics system. Second year funding for video includes recording equipment for the system, which they hope can be located in [redacted] shop.

STATINTL

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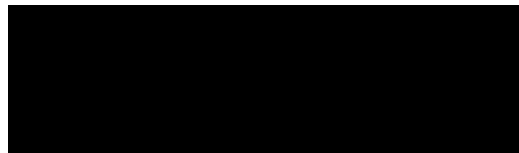
OL 7 1632

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SUBJECT: Presentational Means Workshop

5. If this whole scheme should, per chance, fly, Printing and Photography Division (P&PD) will be more than slightly involved, but not to any greater extent than our present commitments to publications support, preparation of graphics for video disk, Genigraphics, film duplication and processing. My view is that we will support the DDI in the workshop concept to the degree that we can while continuing to give timely support to current production. I'm sure that their priorities are in the same order.

STATINTL



att

### Supplementary Note:

Space requirements as defined on the attached are grossly understated. Working space for 20 people in a technical environment (ETECS, Genigraphics) will require a ~~minimum~~ minimum of 4,000 sq. ft. Further, we would be delinquent if we didn't select space expansible by at least  $1\frac{1}{2}$  times (to 10,000 sq. ft.) to protect the investment of a special environment and data line connections for the equipment. Rough estimate is \$100,000 and 1 year for original (4,000 sq. ft.) with year running after funding of space identification.

EO/OI - 1/12/77

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ORD 457-77

MEMORANDUM FOR: Deputy Director of Central Intelligence  
FROM : Leslie K. Dirks  
Deputy Director for Science & Technology  
Sayre Stevens  
Deputy Director for Intelligence  
SUBJECT : Request for Funding of Presentational  
Means Workshop

1. This memorandum requests special funding for an Agency-wide Presentational Means Workshop, to be established in Headquarters Building, for each of three years, in the amounts: (a) first year, \$1,650,000; (b) second year, \$1,800,000; (c) third year, \$1,800,000.

2. It is recommended that the funds be provided beginning in FY 1977 as a supplement to the budget of the Directorate of Intelligence. ~~Management~~ Direction of the ~~workshop~~ program and administration of the funds would be provided jointly by the Office of Research and Development (DDS&T/ORD) and the Publications and Presentations Group (DDI/PPG). Management of the workshop would be provided by ORD as executive agent. An advisory and review function would be performed by the Agency's Presentational Means Steering Panel.

3. Plans for the workshop have been prepared by the Analytic Methodology Research Division (DDS&T/ORD/AMRD) in

SUBJECT: Request for Funding of Presentational Means Workshop

conjunction with DDI/PPG. A planning study was conducted by AMRD and presented to the Presentational Means Steering Panel. Interactions with the Panel resulted in an improved plan, which was subsequently presented to the ADCI, the DDI, the DDS&T, and the DDA. A brief overview of the workshop plan is attached.

*added by PPG*

4. The implementation of the video portion of this plan would not conflict with the objectives of the survey of the Agency television facilities now being conducted under the Presentational Means Steering Panel. The workshop, which has been under consideration for over a year, is to be a centralized facility intended initially for experimental work that could not otherwise be undertaken. When this is completed, or even before, we fully expect that the television facilities of the workshop would be incorporated or converted into whatever operational TV facility is decided upon.

5. Based on the favorable reactions of the Agency's executives, and the clear need for improvements in the way the Agency communicates its intelligence product, we request favorable consideration of this request.

LESLIE C. DIRKS  
Deputy Director  
for  
Science and Technology

SAYRE STEVENS

SUBJECT: Request for Funding of Presentational Means Workshop

Attachments:

- A. Presentational Means Workshop Overview
- B. Government Video Facilities in the Washington Area

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PRESENTATIONAL MEANS WORKSHOP

- An Overview -

1. The goal of presentational means research is development of techniques and systems to help production offices present their intelligence products in the most effective manner. The research plan has three main elements:



- a. Video Media
- b. Paper Media; and
- c. Advanced Briefing Aids

Investigations in each area will be conducted in the Presentational Means Workshop. The selection of experiments for the Workshop, and the mechanics of Workshop management and staffing have been worked out tentatively and will be refined by AMRD/ORD/DD/S&T, together with PPG/DDI and the Agency's Presentational Means Steering Panel.

2. The Video Research Plan is designed to answer the following questions:

- a. Which intelligence products are most effectively presented, and in what format, through the video media?
- b. What mix of people, equipment, facilities, and funding is needed for operational production of a specific video product?

- c. What are the time and logistic constraints involved?
- d. How is the production best managed?
- e. When can this product be phased in as an intelligence product?

3. Four programming and production options were explored:

- a. Use of external professional facilities;
- b. Use of current in-house capabilities;
- c. Development of a minimal in-house professional capability; or,
- d. Development of an in-house professional production capability.

After analyzing these options we have selected development of a minimal in-house professional capability as most efficient. A review was made of non-Agency Government T.V. facilities in the Washington area (Attachment B). Most of these are fully staffed professional facilities. They are used by their parent organizations to produce management communications, briefings, and training presentations. Some of these facilities have been used by the Agency in past years. Offices that have tried to use other Government facilities find that their own lack of professional experience,



security problems, and the limited availability of these facilities to outside customers are nearly insurmountable.

The use of commercial facilities has similar undesirable consequences. Our research plan calls modestly for ten experimental video presentations in the first 12 months ~~year~~. If commercially produced, ten, 30-minute T.V. programs would cost about \$1,500,000. Security considerations would increase the cost by 25 to 50 percent and some experiments could not be undertaken because of their classification. In addition, close ~~near~~ involvement of Agency professionals would be precluded inasmuch as most commercial ~~external~~ facilities are distant from Headquarters. The result would be that Agency experience would not really accrue from these experiments--only the contractors would be educated. Moreover, programming could not be truly experimental or attempted on a trial and error basis because any changes would induce prohibitive cost overruns. Thus, the use of external facilities would ~~not~~ result neither in trained Agency personnel nor in an adequate facility for subsequent video production on a routine basis.

4. A survey was made of existing Agency resources. STATINTL The closest Agency video production capability is in [REDACTED]. This facility is designed to meet the Office of Communications' training requirements and is fully engaged in this. Though

some equipment and trained personnel exist in OCR/DDI , their mission is subsumed within OCR's library function. PPD/OL has facilities for handling film, but has no film-to-video tape capability and no video production capability. The Office of Training has a limited black and white video production capability located at the Chamber of Commerce Building. Thus, there are elements of a production facility within the Agency but they are disaggregated, in some cases antiquated, and have little excess capacity. Our study suggests that a new coordinated facility is needed if experiments are to be mounted using the latest techniques. And this conclusion has met with general agreement in the inter-Directorate Presentational Means Steering Panel.

5. The Paper Media Research Plan distinguishes two types of intelligence products: periodicals and special reports which involve large production runs; and the single, or limited copy products. As with Video, the Paper Media plan deals with developing methodologies and techniques which improve design, production, and management.

6. The Agency's paper production capability, unlike video, largely exists. The Paper Media Research Plan calls for an expansion of the Agency's current electronic text editing system (ETECs). The additional capacity would be used for Paper Media experiments. This experimental capacity would be extended over the next few years to include full

page composition, "soft-copy" graphics production and insertion, and eventually full color Xerox-type printing where every "copy" is an "original" and can thus be hand-tailored for individual consumers.

7. The ~~Research/Plan/for~~ Advanced Briefing Aids Research Plan aims to develop methodologies and techniques which improve the transfer of information on a person-to-person basis. Because of the intimacy of the briefing situation, the Workshop effort will be concentrated on those aids whose flexibility supports diversity of style. Briefing situations to be supported would include not only the one-to-one briefing, but small and not-so-small groups. The goals are to drastically reduce the preparation for a briefing, allow easy editing of the briefing, and permit a much greater depth of back-up material to be easily at hand. Much of the production technology in this area, in fact, will be by-products of the paper and video portions of the overall plan.

8. To the extent feasible, the experiments for the Presentational Means Workshop will be selected from on-going DDI publication projects, to take advantage of work already in hand; several projects will be original, but they will draw some material from completed production. The research plan calls for a Workshop load of 12 paper experiments and

10 video projects per year, and a like number of Briefing experiments.

9. Personnel. It is <sup>not</sup> envisaged that, during the experimental phases of workshop operation, DDI personnel will be assigned permanently to the workshop staff. The Directorate of Intelligence is, however, committing itself to the support of projects undertaken in the workshop, and this means that DDI personnel will be working there to the extent required. Several DDS&T personnel performing managerial and technical functions will be assigned to the workshop staff, and several contractor personnel will also be present on a full-time basis.

10. Many of the Presentational Means Workshop functions can be co-located within existing Agency components. However, ~~there is/are/any/overall/shortage/of/space/as/shown/in~~ there is/are/only a limited amount of additional space will be required, as shown in the table below:

Presentational Means Workshop Overview

<u>SPACE REQUIREMENTS</u>	<u>(Sq. Ft.)</u>	<u>Colocatable With Present DDI Functions</u>	<u>Net Space Required</u>
	<u>Minimum</u>		
VIDEO			
Equipment	800		800
<del>People/XY</del>			
Working Space for 10 Personnel	700	420	420 280
PAPER			
Equipment	400		400
<del>People/XY</del>			
Working Space for 6 Personnel	420	140	280
GRAPHICS			
Equipment	250	250	-
<del>People/XY</del>			
Working Space for 4 Personnel	280	280	-
		1590	1760 sq. ft.

10. Funds. The following program elements have been identified for first-year funding:

Video

- a. Physical facilities of Video Center  
~~Development/Of/Communication/Center/For~~  
~~Video/Center/In/Support/Of/Check~~  
~~Out/And/Management/Of/Basic/Needs~~  
~~And/Content/Design/Tools~~

Equipment 900K  
 Installation 200K

- b. ~~Development/Of~~ Video & Film Programming

TV Programming  
 Specialists (contract) 100K  
 Video Disc & Film  
 Specialists (contract) 50K  
 Electronic Support 50K



Presentational Means Workshop Overview

Advanced Briefing Aids

d. Specialist Support (contract) 100K

TOTAL 1,800K

12. Third year funding ~~needs~~:

Video

a. ~~Development of Comprehensive Physical~~ Facilities of Video Center

Equipment 400K

b. ~~Development of~~ Video and Film Programming

TV Programming Specialists 150K  
(contract)

Video Disc & Film Specialists (contract) 200K

Electronic Support 50K

Paper

c. ~~Equipment/Support/Staff/~~ Equipment/Support/Staff

Equipment ~~cost~~ 500K

Specialist Support (contract) 300K

Advanced Briefing Aids

d. Specialist Support (contract) 100K

TOTAL 1,800K

Government video facilities in the Washington Area:

. ERDA	Germantown, MD
. DOD	Pentagon
. NASA	Beltsville, MD
. FBI	Washington, D.C.
. Veterans Administration	Washington, D.C.
. Executive Office Building	Washington, D.C.
. National Institute of Health (NIH)	Beltsville, MD
. U.S. Army	Ft. Belvoir, VA
. U.S. Navy	Anacostia, D.C.
. NSA	Ft. Meade, MD



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